

SUBJECT:	COMMUNITY AND CORPORATE PLAN PERFORMANCE
UPDATE	
MEETING:	Cabinet
DATE:	10th December 2025
DIVISIONS/WARDS AFFECTED:	All

1. PURPOSE:

- 1.1 To provide Cabinet with an update on the progress that has been made to deliver the objectives set out in the Community and Corporate Plan 2022-28.

2. RECOMMENDATIONS:

- 2.1 That Cabinet use this report as part of their continuous monitoring of delivery of the objectives in the Community and Corporate Plan, highlight learning and identify any adjustments that may be needed to maintain a trajectory of improvement and achieve the desired outcomes and impact.
- 2.2 That Cabinet approve the updates contained as appendices to this report.

3. KEY ISSUES:

- 3.1 In April 2023, Council approved the Community & Corporate Plan which runs through to 2028. The plan establishes a clear purpose to become a zero-carbon county, supporting well-being, health and dignity for everyone at every stage of life. The plan was approved by Council and we have committed to regularly reporting progress against the commitments in it.
- 3.2 The Community and Corporate Plan was produced at a point in time. The world is now in a very different place, with advances in AI being just one example amongst many. Over this time we have learnt a lot and our thinking has evolved. If we were producing a plan now there are a number of things we would be including that are not featured in the original. Similarly, there are many things that we have delivered which did not feature in our plans back in 2022-23. These include: our continued active participation in the Marches Forward Partnership - an ambitious, mission-oriented, cross-border programme; becoming the world's first Deforestation Free Champion Council and a successful bid to join the World Health Organisation's global network of Age-Friendly Communities. These wider achievements are not part of this analysis and councillors will be provided with updates on these via other mechanisms.
- 3.3 The plan sets six objectives, also the Council's well-being objectives, for Monmouthshire to be a:
- Fair place to live where the effects of inequality and poverty have been reduced.
 - Green place to live and work with reduced carbon emissions and making a positive contribution to addressing the climate and nature emergency.
 - Thriving and ambitious place, where there are vibrant town centres and where businesses can grow and develop.

- Safe place to live where people have a home they feel secure in.
 - Connected place where people feel part of a community and are valued.
 - Learning place where everybody has the opportunity to reach their potential.
- 3.4 These objectives are underpinned by a series of commitments and more detailed actions. Appendix 1 provides an update on progress made during the first six months of 2025/26.
- 3.5 We are focused on delivering things that will make a difference to communities. This mid-year progress update predominantly uses milestones and output measures. The evidence of impact that will demonstrate whether we are achieving the outcomes we aspire to for our communities is not always available at regular intervals that align with our reporting timescales. This is because these are complex issues. We can often see progress in the form of stories and case studies but the data we depend on to prove things are making a difference is often available only annually or bi-annually. We are committed to making this data available wherever we have it. We also ensure it features in, and underpins, the more detailed self-assessment which is presented to Council annually in September or October.
- 3.6 Appendix 2 includes the latest available data for the performance measures identified in the measurement framework agreed by Cabinet. The 'latest period' column in the data tables includes figures for quarter 2 of 2025/26. The 'previous' column includes data for 2024/25. Not all data is produced quarterly and where figures refer to different periods this is highlighted in the comments section of the table. This also provides the latest data for the measures that are being used to track the longer-term progress of the plan.
- 3.7 Each objective has been scored based on the council's self-evaluation framework using a scale of 1-6, where 1 is unsatisfactory and 6 excellent. This framework is shown in Appendix 1. This provides an in-year assessment based on the progress made so far in 2025/26. It also identifies learning from this interim evaluation that has highlighted where action may be needed to achieve or maintain a positive trajectory of improvement and deliver the impact and outcomes we have committed to. A more detailed evaluation of outcomes and impact will be undertaken at the end of the year.
- 3.8 The scores for each of the objectives are unchanged from those reported for 2024/25:
- A fair place to live: Level 4 (Good).
 - A green place to live: Level 3 (Adequate).
 - A thriving and ambitious place: Level 4 (Good).
 - A safe place to live: Level 4 (Good).
 - A connected place where people care: Level 4 (Good).
 - A learning place: Level 4 (Good).
- 3.9 This mid-year report highlights progress against the objectives up to October 2025. Key areas to highlight include:
- We have increased the number of children and young people benefiting from free or subsidised play opportunities during school holidays, while also ensuring that nutritious meals are provided to those in need. This has positive effects on physical and mental health, which enhances the ability of young people to learn and grow.
 - We have maintained a high rate of recycling, exceeding the statutory target of 70%. We have achieved this through the continued participation of our residents in household recycling schemes.

- We have worked in partnership with town councils and other key stakeholders to develop placemaking plans. We have attracted new funding to enable town centre improvements. This will contribute to our ambition to create vibrant and sustainable futures for our town and village centres.
- We have developed a deposit Replacement Local Development Plan (RLDP) that was approved by Council in October. This has been submitted to the Welsh Government for public examination. The plan addresses key issues such as allocating 50% affordable housing in each new development. This will make it easier for families to live and work locally. It will also ensure future developments are carbon neutral in line with our commitment to take local action on climate change.
- We have strengthened our social care provision for children and adults by increasing placement options and increased availability of care at home, which has contributed to greater stability for children in care and improved independent living for adults.
- We have reduced permanent exclusions working with our schools through an effective Inclusion Panel and offered risk-managed alternatives, ensuring more children remain in education.

3.10 Of course there are also challenges and areas for development:

- We have invested in improving our use of data to improve our understanding of local needs and geographies. This will enable us to improve how we target our work to the areas of greatest need, particularly in relation to our commitment to tackle poverty and inequality and poverty.
- We have taken proactive steps to decarbonise our operations. We are finalising a costed decarbonisation plan which sets out areas of focus to meet our ambitions to decarbonise our estate. The emissions from our estate have decreased slightly. Our overall carbon emissions have risen recently, mainly due to procurement and construction projects like Severn View Park care home and the carbon-neutral Abergavenny 3-19 school. These have generated carbon emissions in the short term, however, both buildings are designed to minimise long-term environmental impact. We recognise that this rate of reduction is not sufficient to reach net zero by 2030 and that substantial investment is required to decarbonise our buildings.
- Monmouthshire is not alone in experiencing increased numbers of young people who are not engaged in employment, education, or training (often known as NEET). This is a wider societal challenge. Early indications suggest this figure has now stabilised. We will continue to enhance post-16 opportunities, with particular attention to those at risk of becoming NEET.
- We have provided targeted support for vulnerable children and young people. This includes embedding trauma-informed practices to address barriers to attendance. Attendance of pupils eligible for free school meals remains lower than overall attendance and below our target.

3.11 The quarter 2 report is scheduled to be scrutinised by Performance & Overview Scrutiny Committee at its meeting on 3rd December. The committee is expected to use the report to agree any areas they would like to examine in greater depth as part of their forward work programme.

3.12 A dashboard providing further detail on the quantitative measures in the Community and Corporate Plan is updated quarterly on the council's intranet site, the hub. Further information on the activity being undertaken is contained in relevant service business plans. These are updated quarterly and are also available for members to view on the hub.

- 3.13 As referenced in paragraph 3.5 an annual self-assessment of performance in 2025/26 will be produced at the end of the year in line with the performance requirements under the Local Government and Elections (Wales) Act 2021 to produce a self-assessment report and requirements under the Well-being of Future Generations Act to produce an annual report showing progress against the Council's well-being objectives.

4. EQUALITY AND FUTURE GENERATIONS EVALUATION (INCLUDES SOCIAL JUSTICE, SAFEGUARDING AND CORPORATE PARENTING)

- 4.1 An integrated impact assessment was completed on the Community and Corporate Plan. This is a performance progress report and is not seeking a decision that would have an impact on these areas. The report includes information on progress the council has made on the Future Generations Act, equalities, socio-economic duty, the Welsh Language, safeguarding and corporate parenting and social justice.

5. OPTIONS APPRAISAL:

- 5.1 Each of the programmes of activity in the Community and Corporate Plan have been considered against the other choices that could have been made; further information on the process undertaken is in the plan. Every choice we make carries an opportunity cost. Some of these commitments – such as the building of new schools – have already been approved by Council as part of an agreed policy position while others are in development. Each new proposal brought forward to deliver against these goals will be subject to an individual decision in accordance with the constitution.

6. EVALUATION CRITERIA:

- 6.1 The Community and Corporate Plan sets out clearly the council's purpose. It contains specific objectives which can be measured over time. The report provides an update on performance and targets of the full measurement framework set in the plan, as agreed by Cabinet in September 2024. The decision to adjust targets over the lifetime of the plan, in response to changing circumstances, sits with Cabinet and chief officers.
- 6.2 The actions to deliver the plan are embedded in the service business plans of individual teams and the performance measures are updated on a specific dashboard. This report provides a headline progress update for Cabinet. A full evaluation of progress will be produced annually as part of the authority's self-assessment carried out under the Local Government and Elections (Wales) Act 2021.

7. REASONS:

- 7.1 To provide cabinet with an update on progress being made so far in 2025/26 to deliver the commitments set out in the Community and Corporate Plan 2022-28.

8. RESOURCE IMPLICATIONS:

- 8.1 This is a progress report and there are no direct resource implications. Each of the activities in the community and corporate plan carries some resource implications and need to be considered as part of the Council's challenging financial position. Cabinet has set an expectation that the budget setting process will recognise priorities set within the

Community and Corporate Plan with reducing the impact of inequality on citizens and climate change on communities being central to all considerations.

9. CONSULTEES:

Cabinet
Strategic Leadership Team
Performance and Overview Scrutiny Committee (Meeting on 3rd December 2025)

10. BACKGROUND PAPERS:

[Community and Corporate Plan 2022-28](#)
[Community & Corporate Plan Measurement Framework](#)
[Self-Assessment Report 2024/25](#)

11. AUTHORS:

Richard Jones, Performance and Data Insight Manager
Hannah Carter, Performance Officer

12. CONTACT DETAILS:

E-mail: richardjones@monmouthshire.gov.uk
E-mail: hannahcarter@monmouthshire.gov.uk